



(Your Operational Area/City Name Here)

STRATEGIC IMPLEMENTATION PLAN

Version # _____

DATE: _____

(NOTE: This document is intended as a suggested format to begin crafting your jurisdiction's Citizen Corps Strategic Plan. As work progresses, delete these comments and tailor the document to the needs of the local area. You will need to:

- decide on the participants for the process (e.g., Citizen Corps Council committee);*
- decide on the timeframe the strategic plan will cover—usually 1, 3 or 5 years;*
- address any internal, local requirements to approve a strategic plan—such as city council or Supervisor approvals, etc.)*

CITIZEN CORPS STRATEGIC IMPLEMENTATION PLAN:

DOCUMENT CONTENTS

(You may add, edit, or delete sections as you see fit for your jurisdiction-these are suggested for a base starting point.)

- 1. VISIONING GUIDING STATEMENTS**
- 2. GOALS/OBJECTIVE BREAKDOWNS**
- 3. APPENDIX I. SWOT ANALYSIS (Strengths/weaknesses/opportunity/threat)**
- 4. APPENDIX II. NOTES/KEY REFERENCE DOCUMENTS**
- 5. APPENDIX III. (other...)**

(NOTE: The following format has been adapted from the State Citizen Corps Program's internal Strategic Plan, and is based upon the format used by the Federal Dept. of Homeland Security and California for the State Strategic Plan for Homeland Security. It is based of John Bryson's textbook: "Strategic Planning for Public and Non-Profit Organizations."

Jurisdictions are highly encouraged to use this as a suggested starting point, and amend/update this with your Citizen Corps team through group discussion to tailor it for your specific jurisdiction.)

Operational Area/City Name

CITIZEN CORPS STRATEGIC IMPLEMENTATION PLAN

VISION, MISSION, GOALS, OBJECTIVES, AND IMPLEMENTATION STEPS

VISION OF SUCCESS

Uniting Californians through volunteerism to build safer communities

MISSION STATEMENT

To strengthen California against disasters and emergencies of all kinds through aggressively implementing the states Citizen Corps Program and engaging the power of individual volunteerism by providing consistent leadership, training, service opportunities, and technical assistance that will create stronger, safer, and better prepared neighborhoods and communities.

STRATEGIC FOCUS AREAS

Personal responsibility: Developing household preparedness plans and disaster supplies kits, promoting home health and safety practices, implementing disaster mitigation measures, and participating in crime prevention and reporting.

Training: Promote classes in emergency preparedness, response capabilities, first aid, CPR, fire suppression, and search and rescue procedures.

Volunteer service: Engage individuals in volunteer activities that support first responders, disaster relief groups, and community safety organizations. Everyone can do something to support local law enforcement, fire, emergency medical services, community public health efforts, and the four stages of emergency management: prevention, mitigation, response and recovery efforts.

Goal 1: Maintain and improve upon the City/County Citizen Corps grant management customer-oriented approach for emergency volunteer programs.	
Objective 1.1: Develop staff skill sets and capabilities to manage a portfolio of grants effectively and in a proactive, customer-oriented approach.	<p>Implementation Step 1.1: Create training requirements for staff to develop their grant management skill sets.</p> <p>Implementation Step 1.1.2: develop training schedule and content collaboratively to maximize staff development in all job specific areas as well as interest areas.</p>
Goal 2: Develop City/County as the lead policy and program agency in the field of volunteer resource management during the four phases of disaster.	
<p>Objective 2.1: Establish visibility and distinct role within the local emergency management community for emergency volunteer program.</p> <p>Objective 2.2: Create a strategic plan to help develop goals, objectives, and implementation steps for staff and constituents to recognize the direction of the emergency volunteer effort.</p> <p>Objective 2.3: Integrate local Mitigation Program into Citizen Corps efforts.</p>	<p>Implementation Step 2.1: Locate every possible opportunity to present on the Citizen Corps program to key constituents and at conferences.</p> <p>Implementation Step 2.2:</p> <ul style="list-style-type: none"> ▪ Create strategic plan (this doc) based on State Terrorism Strategy format. ▪ Insert elements capturing major goals & project areas. ▪ Revise at least semi-annually with significant executive & staff feedback <p>Implementation Step 2.3:</p> <ul style="list-style-type: none"> ▪ Examine and then incorporate overlapping issues found within the local mitigation planning effort with community based Citizen Corps effort; also include staff for both programs in discussions.
Goal 3: Increase city/county public education, outreach, and communication efforts to further the development of the jurisdiction's Citizen Corps Program and increase the number of Citizen Corps Councils below the Operational Area Level (city, neighborhood)	
<p>Objective 3.1: Develop a Citizen Corps Comprehensive Communications Plan</p> <p>Objective 3.2: Develop ongoing, public education documents</p> <p>Objective 3.3: Develop process to support the creation of Citizen Corps Councils below the OA level, consistent with SEMS.</p>	<p>Implementation Step 3.1: work with local staff to design, write, and maintain a comprehensive plan to maximize Citizen Corps awareness.</p> <p>Implementation Steps 3.2:</p> <ul style="list-style-type: none"> ▪ Create a Citizen Corps Annual Report, to be shared with stakeholders and community—and use as recruiting tool. ▪ Generate a monthly electronic newsletter supporting the Citizen Corps mission & sharing best practice. <p>Implementation Steps 3.3:</p> <ul style="list-style-type: none"> ▪ Discuss with Cities/neighborhood groups how to create Councils; ▪ Establish a communication link between Councils, consistent w/SEMS, from neighborhood-City-County.

Goal 4: Develop and maintain a comprehensive database of: a) statistical information that captures progressive increases of volunteer involvement in Citizen Corps and related programs; and b) “teams” of volunteer & service resources that may be utilized during disasters and integrated according to SEMS principles.	
<p>Objective 4.1: Develop a quantitative database of emergency volunteer programs statewide.</p>	<p>Implementation Step 4.1:</p> <ul style="list-style-type: none"> ▪ Catalogue all known emergency volunteer programs. ▪ Assign staff to receive/research data ▪ Design best methods to capture different data sets.
<p>Objective 4.2: Develop a system for registering and tracking volunteer & service resources.</p>	<p>Implementation Steps 4.2.:</p> <ul style="list-style-type: none"> ▪ Develop new ways for tracking volunteer resources – using on-line surveys and software tools ▪ Create a collaborative partnership with the AmeriCorps local programs to establish a system for maintaining and updating the information on various organizations and volunteer programs.
<p>Objective 4.3: Find best database and analytical tools to accomplish goals.</p>	<p>Implementation Steps 4.3:</p> <ul style="list-style-type: none"> ▪ With stakeholder input, identify and examine database, GIS, survey, web-based, and analytical tools to accomplish data tracking goals.
Goal 5: Increase staff skills and capabilities through training and education to support Citizen Corps and personal/professional development.	
<p>Objective 5.1: Identify training subject areas and schedule for staff development that support volunteer program management issues.</p>	<p>Implementation Step 5.1</p> <ul style="list-style-type: none"> ▪ Identify key training topics ▪ Identify classes and training available ▪ Pursue Individual Training Plans (ITPs) when possible
<p>Objective 5.2: Develop work planning documents to support the Strategic Plan</p>	<p>Implementation Step 5.2</p> <ul style="list-style-type: none"> ▪ Create clear staff work plans collaboratively ▪ Produce regular summary staff responsibilities chart & project status sheets
<p>Objective 5.3: Develop staff feedback and evaluation systems</p>	<p>Implementation Steps 5.3:</p> <ul style="list-style-type: none"> ▪ Plan regular manager meetings w/staff ▪ Develop evaluation process and formats for regular staff feedback

Goal 6: Develop the operational roles for city/county during emergencies that supports related grant, policy, and program integration—while ensuring the role is achievable with available staff, realistic and appropriate.	
<p>Objective 6.1: Design specific roles consistent with the State and local for agency management of volunteer resources</p>	<p>Implementation Step 6.1:</p> <ul style="list-style-type: none"> ▪ Develop ability to manage volunteer resources and act as an volunteer operations center in large events as well as support other resource needs. ▪ Design Agency Liaison role for operations center/other procedures for volunteer resources. ▪ Utilize local volunteer management plan template supplied by state to define comprehensive roles
<p>Objective 6.2: Incorporate policies, tactics, and enhancements from lessons-learned, special projects, stakeholder feedback and state and national research.</p>	<p>Implementation Step 6.2:</p> <ul style="list-style-type: none"> ▪ Examine and incorporate lessons-learned from the CA 2003 fires and other events for volunteers in disaster ▪ Incorporate agreements and policies outlined in the VOAD/Citizen Corps Council “summit” White Paper available from CSC.gov ▪ Incorporate advice and feedback from Operational Area Council members ▪ Incorporate advise & feedback via local OA and City Citizen Corps Council stakeholders
<p>Objective 6.3: Incorporate volunteer and service programs into exercise and after-action evaluation efforts.</p>	<p>Implementation Step 6.3:</p> <ul style="list-style-type: none"> ▪ Build volunteer management—both using trained volunteers and managing unaffiliated volunteers—into objectives for local exercises. Evaluate.
Goal 7: Help cities, neighborhoods and community groups Develop and maintain quality and quantity of Citizen Corps Councils.	
<p>Objective 7.1: Produce tools and systems to support Citizen Corps Council development</p>	<p>Implementation Steps 7.1:</p> <ul style="list-style-type: none"> ▪ Use California Service Corps & National Citizen Corps web tools ▪ Increase “Cit Corps 101” assistance tools on Best Practices area of Website ▪ Provide regular guidance directly to Councils through newsletter articles and grantee oversight.
<p>Objective 7.2: Develop leadership teams to “take charge” of initiating Councils</p>	<p>Implementation Step 7.2:</p> <ul style="list-style-type: none"> ▪ Search out, recruit, and institutionalize established community-based groups such as: Veteran’s of Foreign Wars, Jaycees, Kiwanis, Rotary, Lions, and business corporations to assist. ▪ Speak to as many groups as possible; receive their “commitment” to be a pursue Citizen Corps development. ▪ Appoint a local lead person to follow

Goal 8: Develop and maintain quality Community Emergency Response Team and related local programs.	
Objective 8.1: Support ongoing CERT class development and Train-the-Trainer efforts for jurisdiction capacity enhancement	Implementation Step 8.1: <ul style="list-style-type: none"> ▪ Continue and increase CERT classes to public ▪ Continue and increase providing CERT Train-the-Trainer courses.
Objective 8.3: Create collaborative systems to garner stakeholder support and involvement.	Implementation Step 8.3: <ul style="list-style-type: none"> ▪ Establish a “working group” and “executive steering committee” within the Citizen Corps Council, with a regular meeting schedule.
Objective 8.4: Develop systems to communicate success and track development of CERT in jurisdiction	Implementation Step 8.4: <ul style="list-style-type: none"> ▪ Develop best practices within the Local Citizen Corps Council to be shared jurisdiction-wide. ▪ Track and monitor the progress of CERT programs—using data capturing and evaluation tools.
Objective 8.5: Develop the new Fire Corps program for fire service volunteer support	Implementation Step 8.5: <ul style="list-style-type: none"> ▪ Coordinate with Fire leadership and utilize state and local guidance to frame the Fire Corps new program for the area, consistent with the other charter Citizen Corps programs.
Goal 9: Develop and maintain quality local law enforcement support efforts, including Volunteers in Police Service, Neighborhood Watch Programs, Citizen On Patrol, and related programs.	
Objective 9.1: Develop collaborative partnerships with local law enforcement Agency.	Implementation Step 9.1: <ul style="list-style-type: none"> ▪ Identify contacts in key programs and organizations and promote their involvement in the Local Citizen Corps Council. ▪ Pursue statistical research for law enf. Programs.
Goal 10: Develop and maintain quality Medical Reserve Corps programs statewide consistent with SEMS and the medical response community.	
Objective 10.1: Develop collaborative local Medical Reserve Corps programs; liaison with local public health and emergency medical agencies.	Implementation Step 10.1: <ul style="list-style-type: none"> ▪ Identify contacts in key MRC programs and organizations and promote their involvement in the Local Citizen Corps Council. ▪ Establish a “working group” within

	<p>the Local Citizen Corps Council for MRC, with a regular meeting schedule.</p> <ul style="list-style-type: none"> ▪ Work closely with the Emergency Medical Services Authority as a liaison to monitor and offer assistance for the Medical Reserve Corps program.
Goal 11: City/County to lead an aggressive effort to develop plans, guidance and programs that enhance, integrate, and modernize the emergency volunteer field throughout the jurisdiction, consistent with SEMS.	
<p>Objective 11.1: Pursue strategic integration and coordination among all emergency, disaster, & public safety volunteer programs in the area.</p>	<p>Implementation Steps 11.1:</p> <ul style="list-style-type: none"> ▪ Update and modernize plans for Volunteerism to incorporate Citizen Corps efforts. ▪ Coordinate with AmeriCorps programs in the area address training, education, and participation in emergency efforts. ▪ Coordinate with local Volunteer Centers and other groups to ensure close collaboration.
<p>Objective 11.2: Develop local plans and procedures that support coordinated emergency volunteerism.</p>	<p>Implementation Steps 11.2:</p> <ul style="list-style-type: none"> ▪ Create a template Volunteer Resource management annex for local governments as part of the 04' Citizen Corps program.
<p>Objective 11.3: Develop a local strategic implementation plan that integrates emergency volunteerism into local response structures.</p>	<p>Implementation Steps 11.3:</p> <ul style="list-style-type: none"> ▪ Create a state strategic plan for citizen corps emergency volunteers in the jurisdiction.
Goal 12: Coordinate and develop intensive stakeholder involvement in emergency volunteerism through the Local Citizen Corps Council, Key Business Partners & non-profit affiliates, and other group efforts.	
<p>Objective 12.1: Design, implement, and institutionalize the Local Citizen Corps Council.</p>	<p>Implementation Step 12.1:</p> <ul style="list-style-type: none"> ▪ Identify contacts in key programs and organizations and promote their involvement in the Local Citizen Corps Council.
<p>Objective 12.2: Design and implement a “Affiliates” non-profit stakeholder group.</p>	<p>Implementation Step 12.2:</p> <ul style="list-style-type: none"> ▪ Identify contacts in key programs and organizations and promote their involvement in an “Affiliates” stakeholder group.

Goal 13: Pursue local, state and national legislative and key policy initiatives that further the development of emergency volunteerism in the jurisdiction.	
Objective 13.1: Design systems to follow state and national legislation important to Citizen Corps	<p>Implementation Steps 13.1:</p> <ul style="list-style-type: none"> ▪ Identify and follow key state legislation ▪ Identify and follow key federal legislation ▪ Liaison with California Service Corps; CA OES offices and key legislative staff as needed on key bills for strategy approach
Objective 13.2: Identify and create processes to participate in key policy issues important to Citizen Corps and emergency volunteerism	<p>Implementation Steps 13.2:</p> <ul style="list-style-type: none"> ▪ Participate in workgroup meetings and committees with emergency and volunteer agencies to monitor issues.
Objective 13.3: Regularly monitor and liaison with key associations and groups in CA and nationally involved in emergency volunteerism	<p>Implementation Steps 13.3:</p> <ul style="list-style-type: none"> ▪ Monitor and liaison regularly with the League of California Cities, CA State Association of Counties. ▪ Monitor the “big 7”—National Emergency Management Assoc.; Nat’l Conference of Mayors; Nat’l Governor’s Association; Intn’l City Management Assoc.; Intern’l Assoc. of Emergency Managers;
Goal 14: Pursue new funding and developmental opportunities for local emergency volunteer programs.	
Objective 14.1: Identify any new or existing funding streams that might be applicable.	<p>Implementation Step 14.1</p> <ul style="list-style-type: none"> ▪ Investigate HSGP grants for projects. ▪ Investigate association funds for possible projects. ▪ Investigate private industry/business funds for sponsorship of specific projects or large efforts.
Objective 14.2: Identify any regulatory, statutory, or program opportunities statewide	<p>Implementation Step 14.2:</p> <ul style="list-style-type: none"> ▪ Review local statutes; investigate opportunities.

(The SWOT analysis is intended to be a brainstorming initial step of a strategic planning process to generate ideas and frame the issue for the jurisdiction. Summary notes from the group meeting that addresses this task would be placed here for the record; as with the other section, this is an option step and should be tailored for the specific issues of the jurisdiction.)

Appendix I.

S.W.O.T. ANALYSIS
(Strengths, Weaknesses, Opportunities, Threats)

Findings:

S.

W.

O.

T.

Summary Discussion:

Appendix II.

NOTES & KEY REFERENCE DOCUMENTS

(All strategic planning efforts involve key meetings, finding, and important framing documents important to the jurisdiction—whether a key charter, local ordinance, past planning documents or city/county guidance. The key documents and meeting notes/findings can be either included outright, or referenced, according to the jurisdictions preference.)

Appendix III.

(Continue these reference sections as you see fit...)